

**City Services Performance Report
for Fiscal Year 2001**

March 2002

City Auditor's Office

City of Kansas City, Missouri

March 20, 2002

Honorable Mayor and Members of the City Council:

In this report we provide 2001 citizen survey results along with performance information in six broad categories: streets, public safety, parks, water and sewer, neighborhood livability, and overall quality of life. Publicly reporting on performance strengthens government accountability and helps decision-makers to monitor and improve services. The Mayor announced in her May 3, 2001, state of the city speech that she would institute an annual internal review process to evaluate the city's provision of services and requested the City Auditor's assistance in obtaining information. This report is intended to provide information to the Mayor, City Council, and public. We hope to encourage discussion about city performance and plan to use the information in deciding on future audit topics.

An advisory panel of community representatives and city staff assisted us in selecting performance measures that focus on community conditions and service outcomes. We selected performance indicators based on the panel's input, compiled data, and evaluated the reliability of data gathered. We wish to thank the advisory panel for their many hours of hard work. We also thank city, Police Department, and MAST staff for providing us with information, and the City Planning and Development Department for analyzing geographic information for us. The audit team on this project was Joan Pu, Robin K. Reed, and Amanda Noble.

Mark Funkhouser
City Auditor

City Services Performance Report for Fiscal Year 2001

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Introduction

Objectives

We conducted this project pursuant to Article II, Section 13 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the City Auditor's primary duties.

The purpose of this project is to report the 2001 citizen survey results along with performance indicators in six broad areas related to city services: streets, public safety, parks, water and sewer, neighborhood livability, and overall quality of life. Our aim was to highlight a few key performance

indicators focusing on community conditions and outcomes to supplement citizen survey data.

We do not interpret and evaluate the performance information reported. In other words, the report does not say whether the city is doing a good or bad job in any of these areas. However, we hope the report encourages public discussion about city performance and expectations for performance. We also plan to use the information collected as part of our process in choosing future audit topics.

Scope and Methodology

Survey Methodology

We contracted with ETC Institute to conduct a telephone survey to measure citizen satisfaction with city services and identify which services citizens think should receive most emphasis over the next two years. The survey was conducted in November 2001 and administered to 1,201 households throughout the city. At least 200 surveys were completed in each of the city's six

council districts. Survey results have a 95 percent confidence level and a margin of error of up to +/- 3 percent. This means that out of 100 samples drawn in the same manner, we would expect 95 to yield results within the specified error range.

The survey had an overall response rate of 53 percent. The demographic representation of survey respondents was similar to last year's citizen survey. Compared to estimates from the 2000 Census for the city as a whole, the survey

slightly over represents white respondents. The difference in representation is most likely due to differences in response rate.

Comparison of Survey Respondent Demographics to Census - Gender

	Male	Female
2000 Census	47.6%	52.4%
2001 Survey	49.8%	50.2%

Sources: ETC Institute, 2001 DirectionFinder Survey and Census 2000 Supplementary Survey Summary Tables.

Comparison of Survey Respondent Demographics to 2000 Census - Race

	White	Black/African American	Other
2000 Census	59.6%	35.4%	5.0%
2001 Survey	63.2%	30.7%	7.0%

Sources: ETC Institute, 2001 DirectionFinder Survey and Census 2000 Supplementary Survey Summary Tables.

We report 2001 survey results compared to results from last year's survey, which the ETC Institute conducted in February 2000. The February 2000 survey also had an overall 95 percent confidence level and a margin of error of up to +/- 2.9 percent. Small differences between responses on the 2000 and 2001 surveys could be due to sampling error. We note changes that are statistically significant.

For some survey questions, we provide benchmarking data from 18 other communities in the Kansas City metropolitan area and six other large cities – Denver, Des Moines, Minneapolis, Oklahoma City, St. Louis, and Wichita. ETC

conducted citizen satisfaction surveys in these cities between January 2000 and January 2002. The benchmarking data provide some context for interpreting survey results.

Performance Indicators

The set of performance indicators we highlight in this report is not intended to be a complete set of performance measures for all users. We sought to limit the number of measures we report so the information is more accessible to the public and elected officials. Our focus is on a few critical measures in priority areas that are relevant to community conditions and citizen satisfaction.

Our objective was to consider performance information from a citizen's point of view rather than functional responsibility for service delivery. Therefore, responsibility for some of the service areas may overlap programs, departments, or jurisdictions.

An advisory panel of seven community representatives and two city staff assisted us in selecting performance indicators that focus on community conditions and program results. (See Appendix A for a list of advisory panel members.) The panel met four times between September 14 and October 5, 2001, to discuss performance indicators that are central to quality of services or citizen satisfaction.

We selected indicators to report based on the panel's input and data availability. We compiled data, trying to obtain at least two years of data to establish a baseline. Where possible we verified the data by reviewing how data are collected and recorded, reviewing computer programs or calculations, performing calculations, or seeking confirmation from other sources.

Where available, we report targets, standards, or goals for the measures. We encourage management staff or decision-makers to set goals for city services to serve as benchmarks for city performance. We report ICMA data or regional comparisons where information is available.¹ We did not collect comparable data from other cities due to time constraints and the difficulty of ensuring that data from other cities are reliable and comparable.

We plan to issue a similar performance report annually. We will work with our advisory group, city management, and officials to refine the performance indicators and our presentation to make it more useful.

We conducted this special report in accordance with applicable government auditing standards. For this report, we followed general standards, the

fieldwork standard for supervision, and the reporting standards. No information was omitted from this report because it was deemed privileged or confidential.

¹ International City/County Management Association (ICMA), *Comparative Performance Measurement FY 2000 Data Report*.

Background

Performance measurement encourages accountability by providing information regarding use of public resources. The Governmental Accounting Standards Board (GASB) has encouraged governments to publicly report performance data to provide more complete information about the results of programs than is available in a budget or financial statement. Accessible and reliable information about government performance allows the public to build trust and confidence in their public institutions. Accessible and reliable performance information also supports decision-making and an engaged citizenry.

Elected officials and citizens can use performance information to decide how well the city is providing services. Comparisons can be made between current information and:

- Previous year's performance
- Agency targets or goals
- Technically developed standards or norms
- Similar jurisdictions
- Similar private sector organizations
- Among geographical areas or client groups

While the performance information is useful in telling us how the city is doing, it does not tell us why the city is doing well or poorly. Many factors including funding, weather, population density, and vague or conflicting program goals can influence outcomes.

Results

Summary

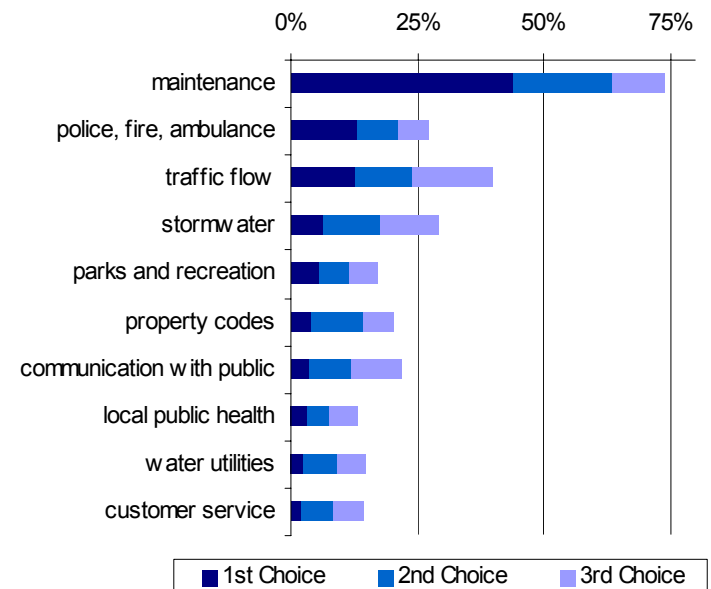
Results of the 2001 citizen survey show improvement in several areas compared to the 2000 results. More citizens said they were satisfied with water and sewer services, storm water management, property code enforcement, and the city's communication with the public. There were no significant decreases in overall satisfaction in any of the ten major categories of services we asked about.

Despite these improvements, citizen satisfaction with street maintenance has gone down. Over half of the people surveyed (54 percent) rated their satisfaction with street maintenance as a 1 or a 2 where 1 means very dissatisfied.

Maintenance again topped the list of areas that should receive attention. About three quarters of those surveyed selected overall maintenance of city streets, buildings and facilities among their top three choices for leaders to emphasize over the next two years – 44 percent selected maintenance as their top choice. Public safety (police, fire, and ambulance service) and traffic flow were each

selected as top choice by about 13 percent of respondents. This is the first year we asked about traffic flow.

Which...should receive the most emphasis from city leaders over the next 2 years?



Source: ETC Institute, 2001 DirectionFinder Survey.

Citizen satisfaction with street lighting increased. Two thirds of respondents rated their satisfaction as a 4 or 5, where 5 means very satisfied. About 60 percent of respondents said that they live in an area with new streetlights.

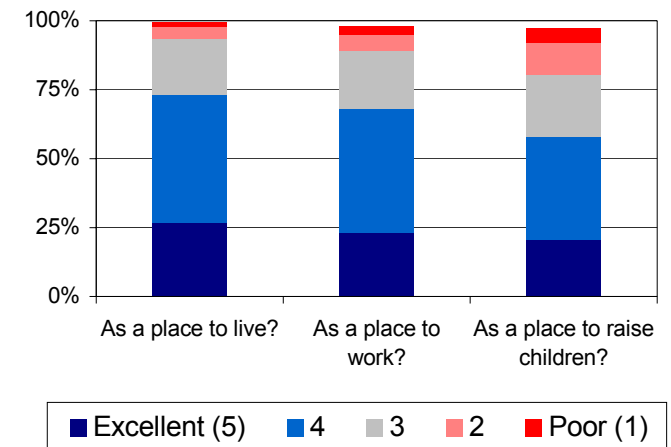
Citizen's overall satisfaction with public safety and parks was unchanged. Sixty-nine percent of respondents rated their satisfaction with the overall quality of police, fire, and ambulance services as a 4 or 5, where 5 means very satisfied. Fifty-four percent of respondents rated their satisfaction with the overall quality of parks and recreation programs and facilities as a 4 or 5. Many respondents were unable to provide an opinion about recreation programs because they seldom use parks and recreation programs and facilities.

Citizen satisfaction with city leadership was also unchanged. Thirty-seven percent of respondents rated their satisfaction with the overall quality of leadership provided by elected officials as a 4 or 5, where 5 means very satisfied. Twenty-nine percent of respondents rated the effectiveness of appointed boards as a 4 or 5; and 34 percent rated the overall effectiveness of the city manager and appointed staff as a 4 or 5.

Most respondents continue to rate Kansas City as a good place to live and work. Respondents did not rate Kansas City as a place to raise children quite as well, but the percent of respondents rating Kansas City as a 4 or 5 as a place to raise children

increased from 51 percent in 2000 to 58 percent in 2001.²

How would you rate Kansas City...



Source: ETC Institute, 2001 DirectionFinder Survey.

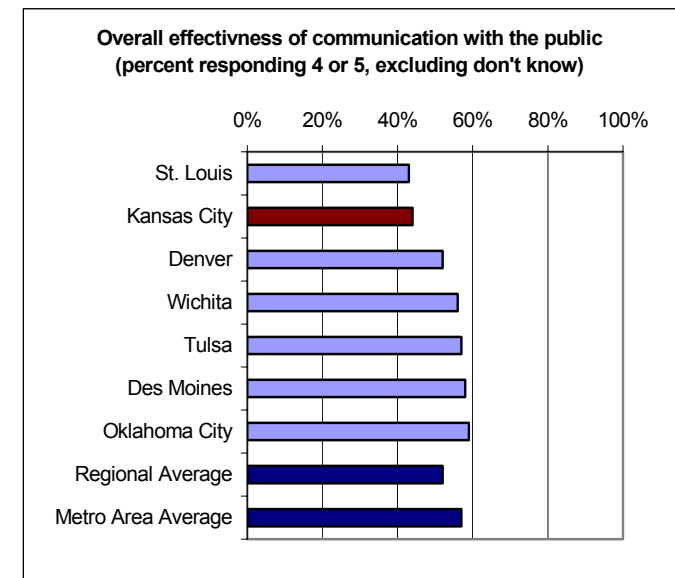
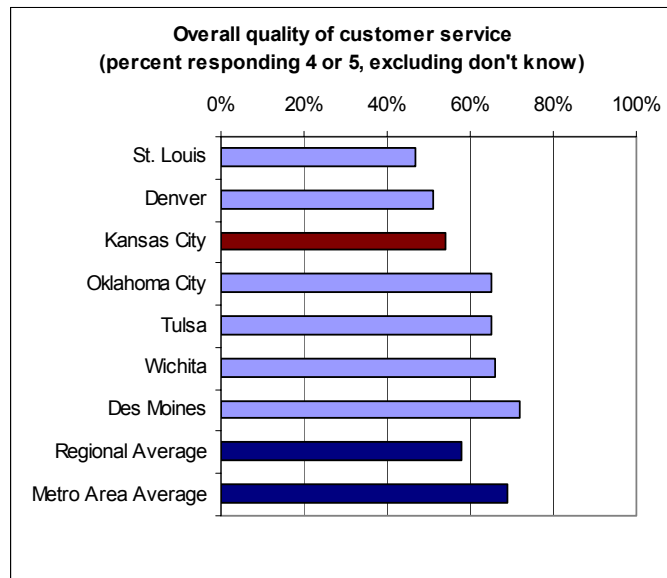
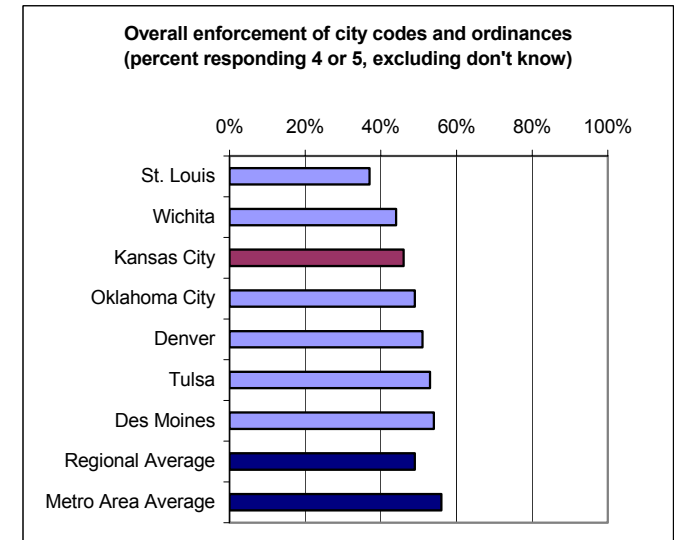
While the 2001 survey results show some improvements, Kansas City residents continue to rate most services below the average of the other communities surveyed.

Compared to other communities in the metropolitan area, citizen satisfaction in Kansas City was above the average for city water and sewer utilities and street lighting. Citizen satisfaction with stormwater and overall quality of

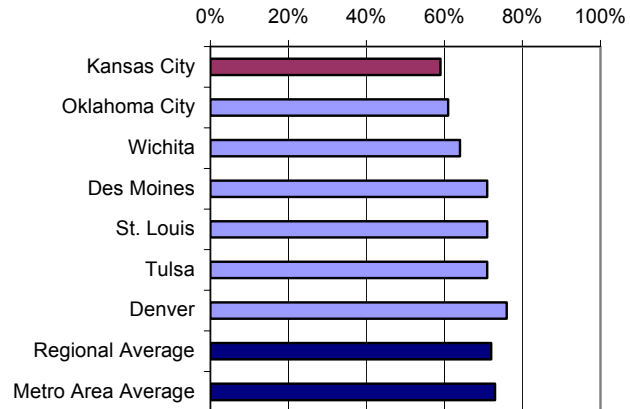
² Columns in the graph do not equal 100 percent because don't know responses are excluded.

local fire protection was about average compared to other communities in the metropolitan area. Citizens rated the rest of the services we asked about below the average of the other communities in the metropolitan area.

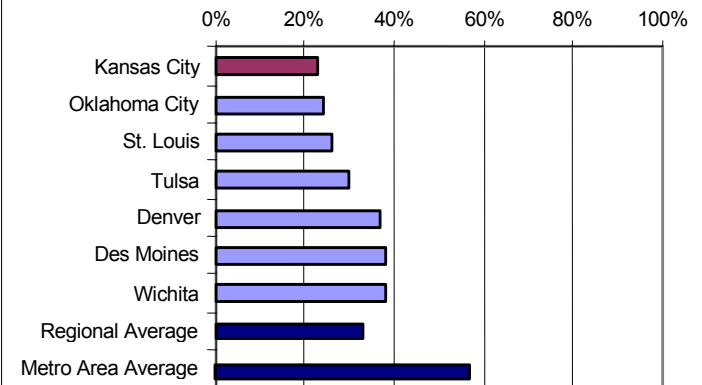
Compared to the large regional cities, Kansas City residents' satisfaction with code enforcement and customer service is about average, but is below the six-city average for overall satisfaction with parks and recreation, maintenance of city streets and facilities, communication with the public, and public safety.



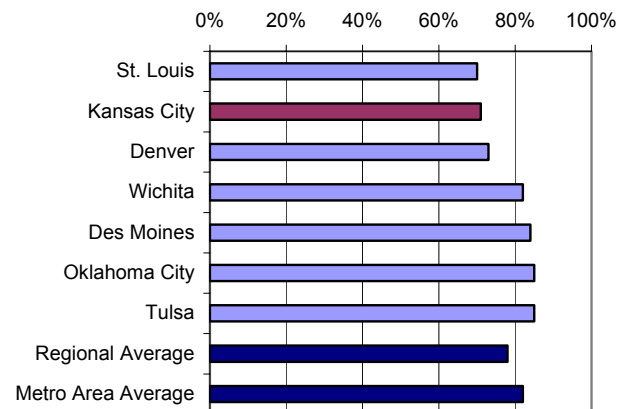
Overall quality of parks and recreation programs and facilities (percent responding 4 or 5, excluding don't know)



Overall maintenance of city streets, buildings and facilities (percent responding 4 or 5, excluding don't know)



Overall quality of police, fire and ambulance service (percent responding 4 or 5, excluding don't know)



Streets

The Public Works Department maintains city streets, including resurfacing, patching potholes, clearing snow and ice, and cleaning roadside ditches. The department is also responsible for inspecting utility cuts, issuing traffic control and street closure permits, setting speed limits and intersection controls, and maintaining traffic signals and signs. The department's operating budget for fiscal year 2002 is \$42 million. The Parks and Recreation Department is responsible for sweeping boulevards and parkways and inspecting boulevards for illegal dumpsites. Street services are primarily funded by city and state taxes. The city has about 5,900 lane miles of streets.

Public Works Department Expenditures (millions) and Authorized FTE

	2000	2001
Expenditures	\$83.2	\$99.1
FTE	388.8	403.4

Sources: Adopted Budget 2002 and Submitted
Budget 2003.

Citizen Satisfaction with Streets

	Very Satisfied (5)		(4)		(3)		(2)		Very Dissatisfied (1)		Don't Know	
How satisfied are you with:	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01
Maintenance of city streets?	7%	4%	15%	16%	31%	25%	26%	28%	21%	25%	<1%	1%
Maintenance of sidewalks in the city?	6%	6%	17%	21%	29%	29%	21%	20%	21%	17%	6%	6%
Maintenance of street signs?	16%	12%	35%	38%	28%	31%	12%	11%	7%	6%	2%	3%
Maintenance of traffic signals?	22%	16%	43%	41%	24%	29%	7%	7%	3%	4%	1%	2%
Snow removal on major city streets?	22%	13%	39%	37%	22%	25%	9%	13%	6%	10%	2%	2%
Snow removal on streets in residential areas?	7%	6%	17%	16%	23%	24%	24%	26%	27%	25%	2%	2%
Mowing and tree trimming along city streets and other public areas?	12%	10%	29%	31%	28%	31%	17%	16%	11%	10%	3%	2%
Overall cleanliness of city streets and other public areas?	8%	7%	24%	29%	35%	36%	19%	17%	13%	9%	1%	1%
Adequacy of city street lighting?	24%	22%	36%	41%	23%	23%	10%	9%	6%	4%	1%	1%

*Bold indicates statistically significant changes at $p < .05$

Sources: ETC Institute, 2000 and 2001 DirectionFinder Surveys.

Street Services Performance Indicators

Street condition

We report the percent of asphalt arterial and local streets with potholes, cracks, bumps or depressions, and the number of steel plates. The Public Works Department assessed the condition of a statistical sample of 10 percent of the city's streets, which were randomly selected to represent arterial and non-arterial streets in the north, south and middle parts of the city. We only report the results for asphalt streets, which make up 97 percent of the city's streets (2 percent are concrete and 1 percent are unpaved).

Street District Boundaries

District 1: all of the city north of the Missouri River.

District 2: from the Missouri River south to the Plaza (47th Street/Blue Parkway/55th Street).

District 3: from the District 2 southern boundary to the city's south border.

Streets failed the assessment criteria if they had:

- potholes more than one square foot in area and more than one inch deep
- unsealed cracking over ¼ inch wide and 25 feet long in primary or secondary asphalt arterial roads or more than 100 feet long on local asphalt roads

- unsealed alligator cracking (a network of cracks that form areas of pavement that are roughly rectangular or triangular) more than 125 square feet in area
- depressions or bumps (abrupt changes in the pavement) more than 1 inch deep or high in asphalt streets or more than 2 inches deep or high in concrete streets

Evaluators noted whether steel plates were on the street, but these were not part of the criteria Public Works used to assess street conditions.

Why is it important? Pavement condition is a measure of how well the city is maintaining its streets. Poorly maintained streets contribute to accidents, delay, and negative citizen perceptions. People often complain about potholes and metal plates on the streets. Street maintenance has had one of the lowest citizen satisfaction ratings and satisfaction is declining – 53 percent of respondents in 2001 rated their satisfaction as a 1 or a 2, where 1 means very dissatisfied. Seventy-four percent of respondents selected maintenance of city streets, buildings, and facilities as one of their top three choices for services that should receive emphasis over the next two years. Forty percent of respondents selected traffic flow as one of their top three choices.

How is the city doing? Cracking is prevalent in the city's streets. Over half of the sampled arterial

streets in the north failed the assessment criteria for cracks and 40 percent of the central area arterial streets failed. Roads in the southern part of the city (District 3) are in better shape than the north and central districts. Most of the steel plates counted in the assessment sample were in the central area – on both arterial and local streets.

Percent of Arterial Streets Failing Assessment Criteria by Street District

	District 1	District 2	District 3
Potholes	8%	6%	0%
Cracks	58%	40%	9%
Bumps/Depressions	14%	8%	2%

Source: Public Works, KC 2001 Street Assessment.

Percent of Local Streets Failing Assessment Criteria by Street District

	District 1	District 2	District 3
Potholes	9%	6%	1%
Cracks	42%	41%	44%
Bumps/Depressions	13%	10%	2%

Source: Public Works, KC 2001 Street Assessment.

Number of Steel Plates in Sample

District 1	Arterials	1
	Locals	2
District 2	Arterials	15
	Locals	16
District 3	Arterials	0
	Locals	2
Total		36

Source: Public Works, KC 2001 Street Assessment.

Street safety

We report the number of accidents occurring at intersections and midblocks over a three-year period and the number of intersections and midblocks with relatively high accident rates.³ The accident rate measures the number of accidents per 1 million vehicles entering an intersection or block. To provide perspective, about 1 million vehicles move through the intersection at Broadway and 5th Street every two weeks. This is one of the city's busiest intersections. The Public Works Department compiled and analyzed accident data from police daily accident reports covering 1998 through 2000.

Why is it important? Traffic accidents result in property damage, injuries, and fatalities. Traffic accidents are an indicator of street safety, although many other factors, such as weather and driver error or inattention, cause accidents. Analyzing accident data helps to identify unsafe locations where the city could take action to improve traffic safety, such as changing traffic controls.

How is the city doing? Public Works identified 235 intersections and 423 midblocks with relatively high numbers of accidents between 1998 and 2000. Among these locations, 30 intersections and 27 midblocks had high accident rates based on traffic volume. Overall, an average of about 20,000 accidents were reported each year, about 55 per day.

³ A midblock is a section of street 50 feet or more from the cross street.

Between 1998 and 2000, an average of about 9,500 accidents per year were reported at nearly 4,000 intersections, about one-third of the city's intersections. There were 10 or more collisions per year at 235 intersections.⁴

Among these high accident intersections, accident rates ranged from less than 1 to nearly 7 accidents per 1 million vehicles entering the intersection – 30 of the 235 intersections had accident rates of 3.0 or higher.

Between 1998 and 2000, about 10,500 accidents per year were reported at about 10,600 midblock sections. The number of accidents was relatively high at 423 blocks.⁵

Among these high accident blocks, accident rates ranged from about 3 to more than 200 accidents per 1 million vehicles – 27 of the 423 blocks had accident rates of 30 or higher.

Number of Streets with High Accidents between 1998 and 2000

	Streets with relatively high accidents	Streets with a high accident rate
Intersection	235	30
Midblock	423	27

Sources: Public Works Department, Midblock Accident Statistics, Based on Three Years Data (1998-2000), June 2001; and Intersection Experiencing 10 or More Collisions Per Year (1998-2000), January 2002.

(See next page for a list of high accident locations.)

⁴ The Public Works Department used 10 or more collisions as the criterion for a high number of intersection accidents based on the cumulative frequency curve. The average number of accidents per intersection was 2.4.

⁵ The Public Works Department used 5 accidents per year for north-south sections and 3 accidents per year for east-west sections as the criteria for a high number of midblock accidents based on the cumulative frequency curves. The average number of accidents per midblock was 1.02.

**Intersections with 3 or More Accidents
Per Million Vehicles**

Intersection	Rate
Brush Creek and Gillham	6.94
Brush Creek and Prospect	5.43
Brush Creek Elmwood and Van Brunt	4.53
Walnut and 18 th	4.51
Prospect and 31 st	4.22
Barry N. and Oak Tfwy	4.19
Grand and Truman	4.15
Prospect and 9 th	3.64
Hardesty and Independence	3.62
Troost Volker and 49 th	3.59
Gregory and Wornall	3.57
Prospect and 39 th	3.57
Jackson and 23 rd	3.44
Barry N. and Jefferson	3.44
Barry N. and Green Hills	3.40
Walnut and 14 th	3.38
Prospect and 27 th	3.35
Independence and Paseo	3.34
Grand and 8 th	3.33
McGee and Truman S.	3.30
Independence and Van Brunt	3.25
Benton and Brush Creek	3.25
Indiana and 31 st	3.22
Paseo and 68 th	3.17
Brush Creek Paseo and 46 th	3.14
Jackson and 31 st	3.04
Cleveland and 39 th	3.03
Brooklyn and 31 st	3.03
Oak and 12 th	3.02
Indiana and 39 th	3.01

Source: Public Works Department, Intersection
Experiencing 10 or More Collisions per Year
(1998–2000), January 2002.

**Midblocks with 30 or More Accidents
Per Million Vehicles**

Street Name (Nearest Cross Street)	Rate
62 nd Ter. (Main)	219.73
Pennsylvania (40 th St.)	109.08
Westport (Central)	104.44
Pennsylvania (Westport)	101.47
103 rd St. (Terrace)	80.47
87 th St. (Hickman)	62.73
Little Blue (George)	58.17
Westport (Baltimore)	54.49
Corrington (Front)	51.65
Independence (Bellaire)	50.28
Mill (Westport)	50.17
Westport (Washington)	48.92
Oldham (Gregory)	46.05
12 th St. (Wyandotte)	44.90
Westport (Penn)	42.40
63 rd St. (Central)	41.46
Mill (40 th St.)	41.04
7 th St. (Lister)	40.93
12 th St. (Baltimore)	40.82
87 th St. (Belmont)	40.21
Nichols (Broadway)	40.15
Englewood (Washington)	38.59
Oldham (Blue River Rd.)	38.37
Platte N. (169 Hwy)	37.15
12 th St. (Central)	36.73
Front (Woodland)	33.33
47 th St. (Broadway)	32.62

Source: Public Works Department, Midblock
Accident Statistics, Based on Three Years Data
(1998-2000), June 2001.

Snow removal

We plan to report the percent of arterial streets and boulevards cleared within 12 hours of the end of a storm and the percent of residential streets cleared within 48 hours of the end of a storm when data are available.

Why is it important? Snow removal affects people's ability to travel safely through city streets. Citizens report a low level of satisfaction with snow removal on residential streets – 51 percent of respondents in 2001 rated their satisfaction as a 1 or 2, where 1 means very dissatisfied. Respondents were more satisfied with snow removal on major city streets – 50 percent of respondents in 2001 rated their satisfaction as a 4 or 5, where 5 means very satisfied.

How is the city doing? Data are not yet available to measure progress in meeting the goal. The city's goal is to clear one lane of bare pavement per travel direction on arterials and boulevards within 12 hours of the end of the storm and to clear one lane of bare pavement on residential streets within 48 hours of the end of a storm. The Public Works Department announced the goal this year as part of the Mayor's ServiceFirst initiative.

Street cleanliness

We report the percent of streets failing the Street Condition Assessment Survey criteria for curb dirt and debris. Arterial streets failed the assessment criteria if they had accumulation of dirt more than 2

inches deep and more than 3 square feet in area and/or debris (large pieces of material, such as tree limbs, tires, and large rocks that cause water to flow outside the gutter flowline). Local streets failed the assessment criteria if they had an accumulation of dirt more than 6 square feet and/or debris.

Why is it important? Debris in the streets can be a hazard to street safety and block the gutters and storm inlets, increasing the risk of flooding. Debris also affects people's perceptions of city streets. Citizens report a relatively low level of satisfaction with the overall cleanliness of city streets and public areas – 26 percent of respondents in 2001 rated their satisfaction as a 1 or 2, where 1 means very dissatisfied.

How is the city doing? More local streets failed the criteria in dirt and debris at curbs than arterial streets. One fourth of sampled local streets in the central part of the city failed the assessment criteria. Overall, 15 percent of city streets failed the criteria.

Percent of Streets Failing the Dirt and Debris at Curbs Assessment Criteria

District 1	Arterials	9%
	Locals	11%
District 2	Arterials	9%
	Locals	25%
District 3	Arterials	0%
	Locals	18%
Citywide		15%

Source: Public Works, KC 2001 Street Assessment.

Public Safety

The Police and Fire departments and Metropolitan Ambulance Service Trust (MAST) are the city's major providers of public safety services.

- The Police Department responds to 911 calls for service, provides police patrol and community policing, investigates crimes, and compiles evidence for prosecutions. The Police Department communications center received approximately 867,000 calls, including 911 calls, in fiscal year 2001 and handled over 121,000 dispatches. The department's fiscal year 2002 operating budget is about \$133 million.
- The Fire Department responds to fires, medical emergencies, and other dangerous situations. The department also promotes fire safety through public education and enforcement of the city's fire code. In fiscal year 2001 the department responded to about 41,000 emergency incidents. The department's fiscal year 2002 operating budget is nearly \$67 million.
- The city contracts with MAST to provide paramedic and ambulance services. MAST is responsible for contracting for ambulance service delivery through competitive bidding, monitoring ambulance service, and handling billing and collections. MAST billed for 61,000 transports in Missouri in fiscal year 2001. Most of MAST's revenue is from patient billing. The city budgeted \$2.5 million for MAST in fiscal year 2002.

Police Department Expenditures (millions)
and Authorized FTE

	2000	2001
Expenditures	\$ 117.5	\$ 122.8
Authorized FTE	1,945.0	1,970.0

Source: Kansas City, Missouri, Police Dept.
Appropriated Budget, 2000-2001.

Fire Department Expenditures (millions)
and Authorized FTE

	2000	2001
Expenditures	\$ 57.8	\$ 66.5
Authorized FTE	849.7	866.1

Sources: Adopted Budget 2002 and Submitted
Budget 2003.

MAST Expenditures (millions) and
Authorized FTE

	2000	2001
Expenditures	\$24.5	\$24.6
Authorized FTE	44.0	38.0

Sources: MAST Statements of Revenue and
Expenses—FY 2000 and FY 2001.

Citizen Satisfaction with Public Safety

How satisfied are you with:	Very Satisfied (5)		(4)		(3)		(2)		Very Dissatisfied (1)		Don't Know	
	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01
Overall quality of police, fire, and ambulance services?	34%	34%	33%	35%	19%	19%	5%	5%	3%	3%	6%	3%
Overall feeling of safety in the city?	n/a	10%	n/a	36%	n/a	31%	n/a	15%	n/a	7%	n/a	1%
Overall quality of local police protection?	25%	20%	36%	39%	21%	24%	9%	10%	7%	5%	2%	2%
The visibility of police in neighborhoods?	21%	18%	28%	32%	24%	25%	16%	15%	10%	9%	1%	1%
The visibility of police in retail areas?	16%	15%	30%	31%	31%	33%	12%	12%	6%	4%	5%	4%
The city's overall efforts to prevent crime?	15%	13%	33%	34%	32%	32%	11%	12%	6%	5%	3%	4%
Enforcement of local traffic laws?	18%	15%	31%	36%	28%	28%	12%	11%	8%	7%	3%	3%
Overall quality of local fire protection?	39%	35%	39%	44%	12%	13%	2%	1%	1%	1%	7%	6%
Quality of local ambulance service?	30%	27%	30%	38%	18%	15%	3%	4%	2%	2%	17%	14%
How quickly public safety personnel respond to emergencies?	24%	22%	30%	35%	21%	20%	7%	7%	3%	4%	15%	12%
Quality of animal control?	16%	13%	27%	29%	26%	27%	12%	12%	10%	9%	9%	10%
City efforts to enhance fire protection?	n/a	20%	n/a	37%	n/a	23%	n/a	5%	n/a	1%	n/a	14%
The city's municipal court?	n/a	10%	n/a	26%	n/a	27%	n/a	6%	n/a	4%	n/a	27%

* Bold indicates statistically significant changes at $p < .05$.

Source: ETC Institute, 2000 and 2001 DirectionFinder Surveys.

Citizen Feelings of Safety

	Very Safe (5)		(4)		(3)		(2)		Very Unsafe (1)		Don't Know	
How safe do you feel in the following situations:	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01
At home during the day?	48%	49%	35%	36%	13%	11%	3%	2%	1%	1%	<1%	<1%
At home at night?	34%	34%	36%	37%	19%	18%	8%	8%	3%	3%	<1%	<1%
In your neighborhood during the day?	45%	46%	36%	36%	14%	12%	4%	3%	1%	2%	<1%	<1%
In your neighborhood at night?	27%	28%	33%	35%	22%	20%	11%	10%	6%	6%	<1%	<1%
In city parks during the day?	21%	21%	32%	34%	23%	21%	7%	6%	4%	5%	13%	12%
In city parks at night?	3%	3%	5%	8%	16%	19%	24%	22%	37%	32%	15%	16%

* Bold indicates statistically significant changes at $p < .05$.

Source: ETC Institute, 2000 and 2001 DirectionFinder Surveys.

Public Safety Performance Indicators

Time to answer 911 calls

We report the percent of 911 calls answered within 12 and 24 seconds, about 3 to 6 rings. The Police Department's phone system report does not distinguish between calls coming in through 911 and the department's non-emergency line. While both types of calls come in to the same system, 911 calls are automatically prioritized if there is a queue. A city ordinance passed in March 2001 sets a performance standard for answering 90 percent of 911 emergency telephone calls within 18 seconds.⁶ However, the Police Department's phone system report does not measure calls answered within this interval.

Why is it important? The 911 system is the starting point for people to access emergency services. We found in our performance audit of the emergency medical services system that 911 call taking was sometimes a bottleneck.⁷ When all call takers are on a line, callers hear a recording telling them to stay on the line or call MAST or the Fire Department directly.

⁶ Code of Ordinances, Kansas City, Missouri, Section 34-372(a).

⁷ *Performance Audit: Emergency Medical Services System*, Office of the City Auditor, Kansas City, Missouri, January 2000, p. 34.

How is the city doing? The Police Department is not meeting the recently established goal of answering 90 percent of calls within 18 seconds. The department answered 71.7 percent of calls within 12 seconds and 79.2 percent of calls within 24 seconds in fiscal year 2001. Data for fiscal year 2000 are not available. However, in our EMS audit, we reported that about 77 percent of calls between February and August 1999 were answered within 12 seconds.⁸

Time to Answer 911 Calls, Fiscal Year 2001

Calls answered		New standard:
Within 12 seconds	Within 24 seconds	Calls answered within 18 seconds
71.7 %	79.2 %	90%

Source: Delay Before Answering Report (May 2000-April 2001); and Code of Ordinances, Section 34-372(a).

Police response time

We report the average time for police to respond to priority 1 and priority 2 calls. The Police Department measures response time from the time the call taker receives the call until the first unit arrives on the scene. Response time does not include time to answer the 911 call. Start and stop

⁸ *Emergency Medical Services System*, p. 12.

times are recorded in whole minutes that have been converted to hundredths of an hour.⁹

Why is it important? Response time measures how quickly police can respond to emergencies. Though there is not a strong connection between response time and crime deterrence or resolution of reported incidents, response time remains one of the most popular measures of police patrol effectiveness nationwide. We recommended in April 1999 that the department report response time for calls requiring a rapid response.¹⁰

The department responds to urgent calls with lights and sirens. Urgent calls include most Priority 1 calls, and Priority 2 or 3 calls under some circumstances such as the presence of the suspect at or near the scene, the potential destruction of evidence, and when incidents are of great magnitude.

⁹ This conversion affects the precision of response time calculations. Individual response times can be off by up to 83 seconds in either direction. However, the average response time is accurate if the start and stop times are normally distributed.

¹⁰ *Special Report: Kansas City, Missouri Police Department Performance Measures For Patrol and Investigations*, Office of the City Auditor, Kansas City, Missouri, April 1999, p. 21.

Priority 1 Calls

Assist the officer	Injury accident
Robbery	Explosion
Ambulance	Disaster
Rape in progress	Shooting
Nature unknown	Hold-up alarm
Explosive device	Cutting
Suspicious party armed	

Priority 2 Calls

Strong-arm robbery	Dead body
Prowler	Meet the officer
Fire	Disturbance (other than noise)
Bomb threat	
Assault	Domestic violence assault

Source: Police Department.

How is the city doing? Fiscal year 2001 was the first year the Police Department reported response times. In fiscal year 2001, the average time to respond was 10 minutes, 51 seconds for priority 1 dispatches, and 14 minutes, 7 seconds for priority 2 dispatches. About 7 percent of calls for service originating outside the department were priority 1 and 31 percent were priority 2. The department does not have a target for response time; their goal is continuous improvement.

Average Police Response Time, Fiscal Year 2001

	Priority 1	Priority 2
Average Time	10:51	14:07
No. of Dispatches ¹¹	8,208	37,211
Percent of Dispatches	6.8%	30.7%

Sources: Average Response Time Report; Cumulative Report of Dispatch Statistics (May 2000-May 2001); and Fractile Times Response Reports (May 1, 2000-April 30, 2001).

Average response time was shortest in the Central and Metro Patrol divisions, and longest in the North Patrol Division. The East and Central Patrol divisions had the highest number of priority 1 calls for service.

Average Response Time by Patrol Division FY 2001

Division	Average Response Time (min:sec)		Number of Dispatches	
	Priority 1	Priority 2	Priority 1	Priority 2
East	11:13	14:34	2,278	13,067
Central	9:30	12:57	2,253	7,685
Metro	10:46	13:13	1,879	9,422
South	11:19	14:35	904	3,263
North	13:05	16:47	894	3,774

Sources: Average Response Time Report; Cumulative Report of Dispatch Statistics (May 2000-May 2001); and Fractile Times Response Reports (May 1, 2000-April 30, 2001).

Kansas City's average response time for top priority calls is slightly higher than the average of response

¹¹ We estimated the number of priority 1 and 2 dispatches based on call classes. Some of these calls may have been lower priority if they were reported more than four hours after the incident occurred.

times reported by other large cities to the International City/County Management Association (ICMA). For cities with populations over 100,000 that report to the ICMA, the average response time from receipt of call to arrival on scene was 9 minutes, 42 seconds in fiscal year 2000.¹²

Clearance rates

We report the clearance rate – the total number of offenses cleared by arrest or exceptional circumstances during a fiscal year divided by the total number of reported offenses in that same fiscal year. For purposes of calculating clearance rates, offenses are those crimes known to police and classified as Part 1 or Part 2 offenses under UCR standards.¹³

Part 1 Offenses: Murder, non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny (stealing), auto theft, and arson.

Part 2 Offenses: Non-aggravated assault, forgery, counterfeiting, fraud, embezzlement, vandalism, sex offenses, and all others.

Source: *Uniform Crime Reporting Handbook*.

¹² ICMA *Comparative Performance Measurement*, 2000 Data Report, p. 393.

¹³ Uniform Crime Reporting (UCR) is a city, county, and state law enforcement program under the Federal Bureau of Investigation (FBI) that provides a nationwide view of crime based on statistics reported by law enforcement agencies.

One arrest may clear multiple offenses, and may be counted in each category of offense. Multiple arrests clearing a single offense are reported as a single clearance. The department includes exceptional clearances, where circumstances preclude arrests, in the clearance rate. Examples include the death of the offender, confession by an offender already within custody or serving a sentence, and minor juvenile offenses. The department reports clearance rates to the Board of Police Commissioners and the Missouri Highway Patrol, who in turn reports them to the FBI.

Why is it important? The clearance rate provides information about how well the Police Department investigates cases and identifies and captures suspects. We recommended the department track clearance by arrest and exceptional clearances.¹⁴

How is the city doing? The department's clearance rate decreased in fiscal year 2001. Kansas City's clearance rate is lower than the fiscal year 2000 ICMA average for cities reporting with over 100,000 population – the average for these cities was 49.4 percent for part 1 violent crimes and 18.6 percent for part 1 property crimes.¹⁵ Kansas City reported a clearance rate of 32.1 percent for violent crimes and 10.3 percent for property crimes in that year. The number of reported part I violent crimes decreased

¹⁴ *Special Report: Kansas City, Missouri Police Department Performance Measures For Patrol and Investigations*, p. 22.

¹⁵ *Comparative Performance Measurement FY 2000 Data Report*, p. 415.

by 11.7 percent in fiscal year 2001. Reported part I property offenses decreased by 5.4 percent over the same period.

Number of Reported Offenses

	2000	2001	Percent Change
Part 1 Violent Crimes	8,133	7,178	-11.7%
Part 1 Property Crimes	44,365	41,989	- 5.4%
Part 2 Crimes	21,323	18,998	- 10.9%

Sources: Annual Arrest Clearance Rates Reports (May 1999-April 2001); and ICMA Comparative Performance Measurement FY 2000 Data Report.

Percent of Offenses Cleared by Arrest

	2000	2001	ICMA 2000
Part 1 Violent Crimes	32.1%	24.9%	49.4%
Part 1 Property Crimes	10.3%	9.3%	18.6%
Part 2 Crimes	39.3%	31.5%	-----

Sources: Annual Arrest Clearance Rates Reports (May 1999-April 2001); and ICMA Comparative Performance Measurement FY 2000 Data Report.

Number of officers and civilian staff

We report the number of authorized sworn officers and civilian full time employees per 1,000 population. 'Authorized' refers to the number of budgeted police positions, regardless of whether they are filled. 'Sworn' officers, as distinguished from civilian staff, are those with general power to make arrests. We report the number of positions per 1,000 population to allow comparisons with other cities.

Why is it important? Staffing affects the department's ability to provide services. The department hopes to add 140 patrol officers to improve response time.¹⁶

How is the city doing? Kansas City had 1,313 authorized law enforcement positions in fiscal year 2000 and 1,310 in fiscal year 2001 – for 2.97 authorized sworn officers per 1,000 residents. Cities with populations greater than 100,000 that reported to the ICMA averaged 2.02 sworn officers per 1,000 population. Additionally, Kansas City employed 1.44 and 1.50 civilian employees per 1,000 residents in fiscal years 2000 and 2001 respectively, compared with the ICMA benchmark of 0.64 civilian employees per 1,000 population.

¹⁶ We recommended in 1998 that the department increase the number of officers assigned to patrol to decrease blackout periods – times when no officers were available to respond to additional calls for service – and to decrease the percent of total available time spent responding to calls for service. Some researchers have suggested a benchmark of 35 percent of time spent responding to calls for service to allow time for community policing. See *Performance Audit: Kansas City, Missouri, Police Department Deployment: Blackout Analysis*, Office of the City Auditor, Kansas City, Missouri, January 1998, pp. vii, 30, 52.

Police Department Employees per 1,000 Residents			
	2000	2001	ICMA 2000
Authorized officers per 1,000 residents	2.97	2.97	2.02
Civilian FTEs per 1,000 residents	1.44	1.50	0.64

Sources: Police Department Appropriated Budget 2000-2001; 2000 U.S. Census; and ICMA Comparative Performance Measurement FY 2000 Data Report.

Fire response time

We report the percent of Fire Department responses to emergency calls (fires, overpressure ruptures, hazardous conditions, EMS, and rescue) within five-minutes. The Fire Department measures response time from the time a unit is dispatched to the time it arrives on the scene. This measure of response time does not include time in the 911 system or the time to dispatch a call.

Why is it important? Response time measures how quickly fire companies can respond to emergencies. Quick response can help reduce fire damage and save lives. The city code sets a response time standard of five minutes or less 90 percent of the time for life threatening EMS calls, though the standard has yet to take effect.¹⁷

How is the city doing? The Fire Department responded to emergencies within 5 minutes about 72 percent of the time in fiscal years 2000 and 2001.

¹⁷ Code of Ordinances, Section 34-371(b).

The Fire Department's percent of responses within 5 minutes is better than the ICMA average of about 58 percent for cities with population of 100,000 or more.¹⁸

Percent of Fire Department Emergency Responses Within 5 Minutes

	2000	2001	ICMA 2000
Number of Calls	38,113	40,584	-----
% under 5 min.	72.3%	72.1%	57.7%

Sources: Fractile Times Reports, May 1999-April 2001; and ICMA Comparative Performance Measurement FY 2000 Data Report.

Number of structure fires

We report the number of structure fires in Kansas City. This category includes any fire incident inside a building or structure, whether or not there was structural damage to the building. The number of structure fire incidents comprises residential, commercial and industrial structure fires.

Why is it important? The number of structure fires is a measure of demand for the Fire Department's services and a measure of the effectiveness of fire prevention efforts.

How is the city doing? The city reported 2,142 structure fires in fiscal year 2000 and 2,047 in fiscal year 2001. That is about three times the average number of structure fires reported to ICMA by cities

¹⁸ ICMA *Comparative Performance Measurement*, 2000 Data Report, p. 138.

with populations of 100,000 or more – ICMA cities averaged 701 fires in fiscal year 2000. We are working with the Fire Department to assess the reliability of their Fire Incident Reporting System.

Structure Fires

	2000	2001	Percent Change	ICMA 2000
Total	2,142	2,047	- 4.4%	701
No. per 100,000 population	485.1	463.6	-4.4%	170.8

Sources: Fire Incidents Reporting System, and ICMA Comparative Performance Measurement FY 2000 Data Report.

Ambulance response time

We report the percent of ambulance responses to priority 1 calls within the 8 minute, 30 second target. The city code requires an advanced life support unit to be on the scene within 9 minutes on 90 percent of all life threatening emergency calls.¹⁹ MAST, the agency that contracts for and monitors ambulance service for the city, requires its contractor to respond to priority 1 (life-threatening) calls within 8 minutes, 30 seconds 90 percent of the time. MAST starts measuring response time from the moment the ambulance dispatcher answers a call. This measure of response time does not count the time it takes for the Police Department to answer and transfer the 911 call to the dispatcher.

¹⁹ Code of Ordinances, Section 34-371(a).

Why is it important? Ambulance response times to calls for emergency assistance may affect patients' survival rates or degrees of injury. Also, response times are the primary measure MAST uses to monitor performance of their contractor.

How is the city doing? Ambulance response times are meeting MAST's goal. We found in our EMS audit that MAST's response time standard was stringent compared to other cities. At the time of the audit, released in January 2000, MAST was not meeting response time goals.²⁰

Percent of Ambulance Code 1 Responses Within 8 Minutes 30 Seconds

	2000 ²¹	2001
Number of Code 1 Calls	15,609	20,209
Percent within target	91.5%	91.6%

Source: MAST Code 1 Responses (July 1999-April 2001).

²⁰ *Emergency Medical Services System*, pp. 23, 26.

²¹ We excluded May and June data because MAST changed how response times are measured beginning in July 1999.

Parks and Recreation

The Parks and Recreation Department is responsible for maintaining about 3,200 acres of developed and 5,900 acres of undeveloped parkland. Parks and Recreation facilities include:

- More than 200 parks
- 130 playgrounds
- Nearly 15 miles of trails
- 11 community centers

Other Parks and Recreation services include various recreation and educational programs, golf and tennis, tree trimming along boulevards and parkways, and the zoo. The department's fiscal year 2002 operating budget is about \$42 million. The department's fiscal year 2001 expenditures include nearly \$36 million to renovate and expand the Liberty Memorial.

Parks and Recreation Department Expenditures (millions) and Authorized FTE

	2000	2001
Expenditures	\$51.3	\$88.3
Authorized FTE	744.2	730.6

Sources: Adopted Budget 2002 and Submitted
Budget 2003.

Citizen Satisfaction with Parks and Recreation

	Very Satisfied						Very Dissatisfied (1)						Don't Know	
	(5)		(4)		(3)		(2)							
How satisfied are you with:	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01		
Overall quality of city parks and recreation programs and facilities?	20%	21%	34%	33%	24%	25%	8%	9%	5%	4%	9%	8%		
Maintenance of city parks?	19%	16%	33%	37%	24%	25%	10%	10%	4%	5%	10%	8%		
The number of city parks?	26%	20%	28%	32%	22%	24%	9%	11%	4%	4%	11%	9%		
Walking and biking trails in the city?	11%	10%	17%	20%	23%	26%	18%	18%	11%	10%	20%	16%		
City swimming pools?	5%	5%	9%	11%	21%	25%	17%	16%	14%	12%	34%	31%		
City golf courses?	10%	9%	17%	15%	21%	24%	6%	6%	4%	4%	42%	40%		
Outdoor athletic fields (i.e., baseball, soccer, and flag football)?	12%	10%	23%	23%	25%	27%	10%	10%	5%	5%	25%	24%		
The city's youth athletic programs?	8%	8%	16%	17%	23%	27%	10%	8%	5%	5%	38%	36%		
The city's adult athletic programs?	7%	6%	13%	14%	22%	26%	9%	8%	5%	5%	44%	40%		
Other city recreation programs, such as classes, trips, and special events?	9%	7%	17%	18%	23%	28%	9%	7%	3%	3%	39%	37%		
Ease of registering for programs?	8%	6%	15%	16%	22%	27%	7%	6%	3%	4%	45%	41%		
Fees that are charged for recreation programs?	8%	6%	17%	16%	22%	27%	6%	7%	4%	4%	43%	40%		

* Bold indicates statistically significant changes at $p < .05$.

Sources: ETC Institute, 2000 and 2001 DirectionFinder Surveys.

Use of Parks and Recreation Facilities

During the past 12 months, approximately how many times did you or other members of your household visit any parks in Kansas City, Missouri?	Feb 00	Nov 01
at least once a week	15%	15%
a few times a month	20%	20%
monthly	14%	13%
less than once a month	17%	18%
seldom or never	34%	33%

During the past 12 months, approximately how many times did you or other members of your household visit a park in Kansas City, Missouri that is near your home?	Feb 00	Nov 01
at least once a week	15%	14%
a few times a month	16%	17%
monthly	13%	12%
less than once a month	14%	16%
seldom or never	42%	39%

During the past 12 months, approximately how many times did you or other members of your household use city recreation facilities, such as swimming pools, community centers, sports fields, or golf courses?	Feb 00	Nov 01
at least once a week	7%	9%
a few times a month	11%	10%
monthly	8%	8%
less than once a month	11%	13%
seldom or never	63%	60%

Sources: ETC Institute, 2000 and 2001 DirectionFinder Surveys.

Parks and Recreation Performance Indicators

Availability of parks

We report the percent of city residents living within a half-mile and one mile of a city park.

Why is it important? This measure provides information about the location of parks relative to the city's population. Recreational opportunities at city parks should be available, accessible, and convenient to citizens residing throughout the city. Most citizens are relatively satisfied with the number of parks – only 15 percent of respondents in 2001 rated their satisfaction as a 1 or 2, where 1 means very dissatisfied. However, 51 percent of respondents said they visit a city park less than once a month. Seventy-three percent of respondents said they visit city recreation facilities such as community centers, swimming pools, sports fields, and golf courses less than once a month.

How is the city doing? Most Kansas City residents live close to city park land – 83 percent of residents live in blocks located within a half mile of city park land, and 97 percent of residents live in blocks within a mile of park land.

Residents Living Near City Parks

Percent of residents within ½ mile of park	Percent of residents within 1 mile of park
83.2%	97.2%

Source: City Planning and Development Department.

Condition of parks

In the future we hope to report the percent of park facilities and grounds maintained to standard as measured by trained observers. We also hope to report playground safety ratings.

Why is it important? These measures would provide an objective evaluation of the quality of park maintenance. We recommended in February 1996 that the Parks and Recreation Department develop standards and monitor the quality of maintenance.²² In March 2000, we recommended that the department report the percent of facilities and grounds maintained to standard as measured by trained observers.²³

How is the city doing? The Parks and Recreation Department does not report data on the condition of parks facilities and grounds. About half of citizen survey respondents were satisfied with maintenance of city parks – 53 percent of respondents in 2001 rated their satisfaction as a 4 or 5, where 5 means very satisfied.

²² *Follow-up Audit, Park Maintenance Services Division, Office of the City Auditor, Kansas City, Missouri, February 1996, p. 13.*

²³ *Special Report: Parks and Recreation Department Recreation Program Performance Measures, Office of the City Auditor, Kansas City, Missouri, March 2000, p. 9.*

Cost

We report net operating expense per capita and general fund support of the Parks and Recreation Department. Operating expenses include personnel costs such as wages and benefits, costs of services, and commodities, but exclude capital expenditures. Net operating expenses are operating expenses excluding non-tax revenue – fees and grants. We also exclude golf and zoo revenues and expenditures from net operating cost to be consistent with the ICMA definition.²⁴

General fund support refers to money allocated to parks beyond dedicated taxes and fee revenues. It includes money budgeted directly from the general fund excluding fee revenue and transfers from the general fund to parks funds.

Tax revenues dedicated to parks include a property tax of \$0.50 per \$100 assessed value of land, excluding improvements for park maintenance; and a license fee of \$12.50 per personal and commercial motor vehicles for parks and community centers.

Why is it important? Operating expense per capita is an efficiency measure that enables comparison of parks expenditures over time or among cities of varying populations. General fund support of parks may be compared to general fund support of other Kansas City programs and services or to general fund support of parks in past fiscal years to monitor

²⁴ *Comparative Performance Measurement FY 2000 Data Report*, p. 341.

trends in reduction or growth. We recommended in March 2000 that the department report the operating cost per capita of its recreation programs, as well as general fund support.²⁵

How is the city doing? Net operating expense per capita increased 5.9 percent between fiscal years 2000 and 2001. The city's net operating expense per capita was higher than the average of those reported to the ICMA by other large cities. The fiscal year 2000 average parks and recreation operating and maintenance expenditures per capita was \$29.01 for cities with populations greater than 100,000, compared to \$51.00 for Kansas City.²⁶

General fund support of parks and recreation increased 16 percent between fiscal years 2000 and 2001 and represents about 56 percent of the department's fiscal year 2001 operating budget.

Operating Expense Per Capita and General Fund Support for Parks and Recreation

	2000	2001	ICMA 2000
Net Operating Expense per Capita	\$51.00	\$54.02	\$29.01
General Fund Support (millions)	\$18.0	\$20.8	-----

Sources: Adopted Budget 2002, Submitted Budget 2003, *Comparative Performance Measurement FY 2000 Data Report*, and AFN.

²⁵ *Recreation Program Performance Measures*, pp. 8, 12.

²⁶ *Comparative Performance Measurement FY 2000 Data Report*, p. 346.

Water and Sewer Services

The Water Services Department treats and distributes water. The department is also responsible for treating wastewater, maintaining the stormwater system, cleaning and repairing catch basins, and maintaining and repairing sewer and water lines. The department's operating budget for fiscal year 2002 is \$93 million. Services are funded by rates and fees charged to customers. The city has about 2,400 miles of water mains and 2,500 miles of sewer pipe.

Water Services Expenditures (millions) and Authorized FTE

	2000	2001
Expenditures	\$83.3	\$88.5
Authorized FTE	1,007.2	987.6

Sources: Adopted Budget 2002 and Submitted
Budget 2003.

Citizen Satisfaction with Water and Sewer Services

	Very Satisfied (5)		(4)		(3)		(2)		Very Dissatisfied (1)		Don't Know	
How satisfied are you with:	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01
Overall quality of city water and sewer utilities?	23%	27%	34%	37%	23%	20%	9%	8%	9%	5%	2%	2%
Overall quality of the city's stormwater runoff/stormwater management system?	11%	12%	20%	25%	27%	29%	18%	15%	15%	10%	9%	9%

* Bold indicates statistically significant changes at $p < .05$.

Sources: ETC Institute, 2000 and 2001 DirectionFinder Surveys.

Water and Sewer Services Performance Indicators

Drinking water quality

We report instances where Kansas City water failed to meet state or federal standards in fiscal years 2000 and 2001, and customer satisfaction with water quality.

The Water Department Customer Satisfaction Survey released in October 1999 asked customers about their satisfaction with the color, smell, water pressure, clarity, taste, and relative quality of tap water supplied by the city. Customers surveyed by phone and mail were asked to rate their satisfaction on a scale where 5 meant 'very satisfied' and 1 meant 'very dissatisfied.' The two lowest responses, (1) and (2), were combined and reported as a single result in each category. The Water Department intends to conduct their Customer Satisfaction Survey every two to three years, though the next survey remains unscheduled due to budget constraints.

Why is it important? Water quality standards ensure that water is safe for consumption. Water that does not meet quality standards may pose health risks, additional costs, or inconveniences. Other aspects of water quality such as taste, color, smell, and level of pressure influence customer satisfaction.

How is the city doing? Kansas City water met all state and federal water quality standards throughout fiscal years 2000 and 2001.

Most water customers surveyed were satisfied with the quality of their water. Seventeen percent of those surveyed said they were dissatisfied with the taste of their water, which respondents identified as the most important factor in water quality.

Customer Satisfaction with Water Quality October 1999

Factors (in order of importance)	Very Satisfied (5)	Some what Satisfied (4)	Dissatisfied/ Very Dissatisfied (2) / (1)
Taste	40%	33%	17%
Clarity	48%	33%	11%
Water Pressure: Typical Day	55%	27%	11%
Smell	52%	31%	10%
Quality-KC vs. Metro	31%	20%	5%
Color	54%	33%	7%
Water Pressure: High Demand	44%	29%	16%

Source: Customer Satisfaction Survey, Kansas City Missouri Water Services Department, ETC Institute, October 1999.

Water and sewer costs

We calculated the average bi-monthly (every two months) water and sewer bills per household in fiscal years 2000 and 2001 based on water use. Kansas City measures water in units of one hundred cubic feet (ccf).

Why is it important? Customers care about the cost of water and sewer service. In the 1999 Customer Satisfaction Survey, 63 percent of respondents reported that they were at least somewhat satisfied with water charges and 24 percent expressed dissatisfaction. When asked how their rates compared to rates in other cities, 25 percent were satisfied and 13 percent reported dissatisfaction.²⁷

How is the city doing? The average water bill increased 4.7 percent and the average sewer bill increased 9.5 percent between fiscal years 2000 and 2001. Kansas City residents generally pay less for water than do customers of other water utilities in the metropolitan area.

Average Bi-Monthly Water and Sewer Bills		
	2000	2001
Water	\$ 36.73	\$ 38.47
Sewer	\$ 22.61	\$ 24.76

Sources: Schedule of Water and Sanitary Sewer Service Rates; and Stormwater Fees, Meter Readings and Billing Practices, Bill Payment Guarantees, May 1, 2001.

²⁷ *Customer Satisfaction Survey, Kansas City, Missouri Water Services Department*, ETC Institute, October 1999.

Kansas City water rates are lower than those in Johnson County Water District 1 and Lee's Summit, but higher than in Independence. Assuming the same water use per household in each jurisdiction, Kansas City households would pay about \$21 less per year for water than Johnson County Water District 1 households and \$18 less than those in Lee's Summit, but about \$48 more per year than Independence households. These four utilities supply water to the majority of residents in the Kansas City metropolitan area.

Estimated Annual Water Cost Per Household

Location	Annual Cost
Johnson County, Kansas	\$ 251.70
Lee's Summit, Missouri	\$ 248.02
Kansas City, Missouri	\$ 230.81
Independence, Missouri	\$ 182.44

Sources: 2001 Water Rates & Charges: Kansas City, MO, Independence, MO, Water District No. 1 of Johnson Co., KS, and Lee's Summit, MO.

Dependability

We report the number of water main breaks per hundred miles of pipeline and the total number of sewer overflows reported to the Missouri Department of Natural Resources. Sewer overflows include both sanitary sewer overflows and combined sewer overflows. Sanitary sewer overflows are discharges of untreated sewage from municipal sanitary sewer systems resulting from broken pipes, equipment failure, or system overload. Combined sewer overflows are discharges of untreated sewage and storm water from sewer systems or treatment plants when the volume of

wastewater exceeds the system's capacity due to periods of heavy rainfall or snow melt.

Why is it important? The number of water main breaks per hundred miles provides information about the structural integrity and dependability of the city's water transport system. Frequent water main breaks result in loss of water, loss of water pressure, damage to streets and property, contaminated drinking water, and excessive repair costs. The amount of unaccounted water (water treated, but not billed or paid) comprises about 25 percent of water production.²⁸

The number of sewer overflows is a measure of the capacity and dependability of the sewer or combined sewer/storm water system to handle the total volume of wastewater. Overflows sometimes occur even in well-operated systems due to pipe blockages. However frequent overflows may indicate pipe breaks, infiltration and inflow from leaky pipes, equipment failures, and insufficient system capacity. Overflows are required to be reported to the Missouri Department of Natural Resources.

How is the city doing? City crews repaired 955 main breaks in each of the two fiscal years, about 40 main breaks per hundred miles of pipeline. KC-GO's Competitive Review Committee has proposed a benchmark of 7 main breaks per 100 miles of

²⁸ KCGO; WSD Executive Summary of Competitive Business Plan, December 12, 2001, p. 14.

pipeline based on an average of six benchmark utilities.²⁹

Water Main Breaks per 100 miles

	2000	2001	KCGO Benchmark
Main breaks per 100 miles	39.8	39.8	7.0

Source: Completed Work Orders, Water Services Competitive Business Plan, December 13, 2001.

The Water Department reported 75 sanitary and combined sewer overflows to the Missouri Department of Natural Resources in fiscal year 2000 and 80 in fiscal year 2001. These include sanitary and combined sewer overflows occurring on both dry and wet weather days.

Reported Sewer Overflows

	2000	2001
Sewer Overflows	75	80

Source: Missouri Department of Natural Resources, Kansas City Regional Office.

²⁹ Kansas City Government Optimization (KCGO) is a labor/management initiative focused on improving the way the city provides services to the public. *City Of Kansas City, Missouri, Competitive Review Committee, Water Service Competitive Business Plan*, December 13, 2001.

Neighborhood Livability

Neighborhoods are the building blocks of our community and city. We recognize that “neighborhood livability” is related to the other service areas we are covering: streets, water and sewer, parks and recreation, and public safety, as well as the category of “overall quality of life.” This category focuses on aspects of neighborhood livability not already included in other categories and reports indicators at the neighborhood level.

Many city departments involve working with and serving neighborhoods. The Neighborhood and Community Services Department enforces property maintenance and nuisance codes, tows abandoned vehicles, demolishes dangerous buildings, enforces the city’s animal ordinance, and provides other social and neighborhood services. The Housing and Community Development Department assists individuals, private developers, and not-for-profit organizations in producing new housing, rehabilitating existing housing, and redeveloping neighborhoods.

Neighborhood and Community Services Department Expenditures (millions) and Authorized FTE

	2000	2001
Expenditures	\$23.1	\$24.1
Authorized FTE	273.9	260.3

Sources: Adopted Budget 2002 and Submitted
Budget 2003.

Housing and Community Development Department Expenditures (millions) and Authorized FTE

	2000	2001
Expenditures	\$16.4	\$18.0
Authorized FTE	44.0	42.0

Sources: Adopted Budget 2002 and Submitted
Budget 2003.

Citizen Satisfaction with Neighborhood Livability

	Very Satisfied (5)		(4)		(3)		(2)		Very Dissatisfied (1)		Don't Know	
	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01
How satisfied are you with:												
Maintenance of streets in your neighborhood?	n/a	10%	n/a	23%	n/a	23%	n/a	22%	n/a	21%	n/a	1%
Enforcing the clean up of litter and debris on private property?	9%	8%	17%	25%	26%	28%	20%	17%	17%	11%	11%	11%
Enforcing the mowing and cutting of weeds on private property?	8%	8%	18%	23%	29%	29%	20%	19%	16%	11%	9%	10%
Enforcing the maintenance of residential property?	10%	7%	20%	26%	29%	32%	18%	14%	13%	10%	10%	10%
Enforcing the exterior maintenance of business property?	9%	10%	24%	28%	32%	34%	13%	11%	7%	5%	15%	13%
Enforcing codes designed to protect public safety and public health?	10%	10%	27%	31%	31%	32%	10%	9%	5%	4%	17%	14%
Enforcing and prosecuting illegal dumping activities?	8%	7%	12%	18%	23%	29%	18%	16%	21%	13%	18%	17%
Overall quality of trash collection services?	28%	21%	37%	42%	20%	20%	7%	9%	6%	6%	2%	2%
Timeliness of the removal of abandoned cars from public property?	n/a	9%	n/a	19%	n/a	26%	n/a	16%	n/a	12%	n/a	17%

* Bold indicates statistically significant changes at $p < .05$.

Sources: ETC Institute, 2000 and 2001 DirectionFinder Surveys.

Neighborhood Livability Indicators

Housing

We report the percent of owner-occupied housing in neighborhoods, the percent of neighborhood housing needing major repairs, and the percent of property code violation problems resolved.

What is a neighborhood?

There is no standard definition of “neighborhood.” Sociologists talk about neighborhoods as networks that possess similar socioeconomic conditions. Urban planners talk about neighborhoods as areas that accommodate people who live in similar homes and share infrastructure. Residents may consider their neighborhood to be the several adjacent homes on their street. We are using census neighborhood boundaries that were set in 1990.

The Department of Housing and Community Development contracted with the Center for Economic Information at the University of Missouri-Kansas City (UMKC) to conduct the 2001 Housing Conditions Survey. The survey rated residential housing conditions by parcel, including the roof, foundation and walls, windows and doors, exterior paint, private sidewalks and drives, lawns and shrubs, and litter. We define structure problems as properties with roofs or foundations rated as “sub-standard,” “seriously deteriorated,” or “severely deteriorated.”

The housing condition survey covered 100 percent of the residential structures in about 40 percent of the city, and 5 percent samples in the remaining areas of the city. We report preliminary results from the “100 percent survey area,” including 80,423 parcels in 117 neighborhoods in three areas of the city:

- an area of the city north of the Missouri River bounded by Vivion, 72nd Street, Oak and I-435;
- a large part of the city south of the river roughly from Cliff Drive to 85th Street and from State Line to I-435 (except the area from Brush Creek to 85th Street, and from State Line to Oak/Troost); and
- an area in the south of the city bounded by Bannister Road, Blue River Road, north border of Grandview, and Raytown Road.

The Neighborhood Preservation Division in the Neighborhood and Community Services Department enforces property codes. Property code violation cases are closed when the problems are abated. The total number of open cases includes new cases opened in the current fiscal year and cases that were not closed from the previous years.

Why is it important? Home equity is a major component of wealth for most households that own their homes. Home ownership also increases residents’ sense of community ownership.

Well-maintained properties increase neighborhood's housing values as well as residents' sense of pride and ownership of the community. On the other hand, poorly maintained properties are related to community deterioration. Property code enforcement helps a neighborhood sustain its safety as well as quality of life. Citizen satisfaction with enforcement of residential property codes has been generally low, but improved in 2001. In 2000, 37 percent of respondents rated their satisfaction with enforcing the clean up of litter and debris on private property as a 1 or 2, where 1 means very dissatisfied. This percentage decreased to 28 percent in 2001.

How is the city doing? The rate of home ownership has increased slightly in the city since 1990. Home ownership rates continue to vary across neighborhoods. About one-third of the homes rated in UMKC's housing condition survey need structural repairs. The percent of homes in each neighborhood needing structural repairs varies widely. The number of abated property code cases has increased over the past three years, but is lower than the average for cities reporting to the ICMA.

Citywide, 52 percent of housing units were owner occupied in 2000, compared to 50 percent in 1990. Nationally, the homeownership rate was about 51 percent in central cities in 2000 and 49 percent in 1990. Homeownership varies across neighborhoods. Over half of the total housing units were owner-occupied in 58 percent of the city's neighborhoods in 2000, and 60 percent of neighborhoods in 1990.

Percent of Owner-occupied Housing Units in Neighborhoods

Percent Owner-occupied	Number (Percent) of Neighborhoods	
	1990	2000
25% or less	44 (18%)	38 (16%)
25.1–50%	52 (22%)	64 (27%)
50.1–75%	75 (31%)	69 (29%)
75.1–100%	68 (29%)	69 (29%)
Total	239 (100%)	240 (100%)

Sources: City Planning and Development Department, 1990 and 2000 census data by neighborhood.

Almost 20 percent of the neighborhoods included in the 2001 Housing Conditions Survey had more than half of their housing in need of structural repair. About 10 percent of the neighborhoods did not have any housing with structure problems.

Percent of Surveyed Neighborhoods with Housing Structure Problems

Percent of Housing with Structure Problems	Number (Percent) of Surveyed Neighborhoods	
75-100%	0	(0%)
50-74.9%	20	(17%)
25-49.9%	36	(31%)
1-24.9%	49	(42%)
0%	12	(10%)
Total	117	(100%)

Source: The UMKC Center for Economic Information, 2001 Housing Conditions Survey – Preliminary Report, December 28, 2001.

Resolution of property code cases has improved over the past three years. In fiscal year 2001, 67 percent

of cases were closed. Kansas City's case closure rate is lower than the average of other large cities reporting to the ICMA. For fiscal year 2000, the average case closure rate was 81.6 percent for all reporting cities with populations of 100,000 or more.³⁰

Percent of Property Code Violation Cases Closed
(Fiscal Years 1999-2001)

	1999	2000	2001	ICMA 2000
Cases	19,983	24,819	22,064	
Closed	11,130	16,290	14,768	
Percent	56%	66%	67%	81.6%

Sources: Statistical Report, Neighborhood Preservation Division, Neighborhood and Community Services Department, 12/6/2001; *Comparative Performance Measurement, FY2000 Data Report*.

Physical infrastructure

We report the percent of surveyed neighborhoods rated in the 2001 Housing Conditions Survey with no sidewalks or with deteriorated sidewalks, with streetlight problems, and with deteriorated catch basins. We also report the percent of catch basins cleaned each year.

The 2001 Housing Conditions Survey evaluated the public infrastructure next to the parcel in addition to assessing the private properties. The survey rated

conditions of sidewalks, curbs, streets, streetlights, and catch basins.

We define deteriorated sidewalks as those that were rated "sub-standard," "seriously deteriorated," or "severely deteriorated." We define streetlight problems as parcels where streetlights were rated as a "significant problem," "serious problem," or "severe problem." Catch basin problems refer to catch basins that were rated "sub-standard," "seriously deteriorated," or "severely deteriorated."

The Water Services Department tracks catch basin cleaning and repairs. Catch basins are inlets connecting to the storm water system.

Why is it important? Neighborhood infrastructure helps to form the backbone of a neighborhood and serves the people living within.

Sidewalks improve pedestrian safety and encourage informal encounters among neighbors. Citizens report a relatively low level of satisfaction with maintenance of city sidewalks – 37 percent of respondents in 2001 rated their satisfaction as a 1 or 2, where 1 means very dissatisfied.

Streetlights improve street visibility and may also complement neighborhood crime prevention efforts. Street lighting had one of the highest citizen satisfaction ratings – 64 percent of respondents in 2001 rated their satisfaction as a 5 or 4, where 5 means very satisfied. Most respondents - 59 percent

³⁰ *Comparative Performance Measurement FY 2000 Data Report*, p. 28.

in 2001 – said they live in an area with new streetlights.

Cleaning catch basins helps to reduce the risk of flooding. The city's goal is to clean all of the city's 34,000 catch basins at least once every two years. The city also cleans catch basins in response to citizen requests. Citizens report a relatively low level of satisfaction with the overall quality of storm water management, but satisfaction improved in 2001. In 2000, 33 percent of respondents rated their satisfaction with the quality of storm water management as a 1 or 2, where 1 means very dissatisfied. This percentage decreased to 25 percent in 2001.

How is the city doing? The majority of neighborhoods rated in the housing condition survey had no sidewalks or had deteriorated sidewalks. However, most of the neighborhoods had no problems with streetlights and most catch basins were rated as adequate. The number of catch basins cleaned citywide increased from 2000.

Over one fourth of the neighborhoods evaluated (27%) have problems with most of their sidewalks (75 % or more). Only 6 neighborhoods among the 117 evaluated had no problems with sidewalks.

Percent of Surveyed Neighborhoods with No Sidewalks or Deteriorated Sidewalks

Percent of Parcels with No or Deteriorated Sidewalks	Number (Percent) of Surveyed Neighborhoods
75-100%	32 (27%)
50-74.9%	17 (15%)
25-49.9%	23 (20%)
1-24.9%	39 (33%)
0%	6 (5%)
Total	117 (100%)

Source: The UMKC Center for Economic Information, 2001 Housing Conditions Survey – Preliminary Report, December 28, 2001.

Over half of the neighborhoods evaluated had no problems with their streetlights. In neighborhoods with problems noted, most of the streetlights worked properly.

Percent of Surveyed Neighborhoods with Streetlight Problems

Percent of Streetlights with Problems	Number (Percent) of Surveyed Neighborhoods
75-100%	0 (0%)
50-74.9%	0 (0%)
25-49.9%	0 (0%)
1-24.9%	56 (48%)
0%	61 (52%)
Total	117 (100%)

Source: The UMKC Center for Economic Information, 2001 Housing Conditions Survey – Preliminary Report, December 28, 2001.

Almost 30 percent of the neighborhoods (34 neighborhoods) did not have catch basins. Among neighborhoods with catch basins, about 60 percent had most of the catch basins rated as functioning adequately or in perfect operational condition.

Percent of Surveyed Neighborhoods with Catch Basin Problems

Percent of Catch Basins with Problems	Number (Percent) of Surveyed Neighborhoods
75-100%	1 (1%)
50-74.9%	5 (6%)
25-49.9%	26 (31%)
1-24.9%	51 (61%)
0%	0 (0%)
Total	83 (100%)

Source: The UMKC Center for Economic Information, 2001 Housing Conditions Survey – Preliminary Report, December 28, 2001.

The number of catch basins cleaned citywide has increased from 2000. Most of the increase is from cleaning requested by citizens.

Percent of Catch Basins Cleaned

	2000	2001 (thru Oct.)
Citizen requested	5,618	9,777
City-wide program	13,378	11,258
Total cleaned	18,996	21,035
Percent of total catch basins cleaned	56%	62%

Source: Water Services Department, *ServiceFirst Performance Profile*, January 2002.

Social characteristics

We report racial composition in the city and the metropolitan area using the dissimilarity index, which measures the extent to which blacks/African-Americans are unevenly distributed relative to a baseline of perfect integration. An index measure of 0 would represent perfect integration – where the proportion of black/African-American residents in each census tract of the city would approximately equal the proportion citywide. Conversely, an index measure of 1 would represent absolute segregation. An index measure of 0.6 is said to represent “hyper-segregation.”³¹ We also report the distribution of children by neighborhood.

Why is it important? One way to assess the health of neighborhoods is by comparing demographic characteristics of neighborhoods to those of the overall city. Concentrations of racial segregation or loss of families with children could indicate problems. Research has shown that racial segregation is related to concentrations of poverty, which is in turn related to social problems such as crime and drug abuse.³² Residential segregation creates barriers for families to education, employment, a safe environment, fair insurance

³¹ Glaeser, Edward, “Racial Segregation in the 2000 Census: Promising News,” The Brookings Institution, Survey Series, April 2001.

³² Massey, Douglas S., “American Apartheid: Housing Segregation and Persistent Urban Poverty,” NIU Social Science Research Institute Distinguished Lectures, March 1994.

rates, and wealth in the form of home equity. Residential segregation also undermines the community as a whole.

How is the city doing? Kansas City remains a racially segregated city, although there has been some improvement since 1990. The percent of children in Kansas City is similar to the metropolitan area as a whole.

The dissimilarity indices declined in Kansas City and the metropolitan area between 1990 and 2000. However, the indices remain above 0.6, representing a high level of segregation. The indices of Kansas City are a little bit lower than the metropolitan area.

Black/Non-black Dissimilarity (1990 and 2000)

	1990	2000
Kansas City, MO	0.712	0.662
Kansas City, MO-KS MSA	0.721	0.683

Sources: 1990 & 2000 Census data from the City Planning and Development Department; Glaeser, Edward, "Racial Segregation in the 2000 Census: Promising News," The Brookings Institute, Survey Series, April 2001.

About three-quarters of Kansas City's neighborhoods can be considered highly segregated – where the black/African-American population is more than 60 percent different from the citywide proportion.

Highly Segregated Neighborhoods (1990 and 2000)

Percentage of Black Population in Neighborhood	Number of Neighborhoods		Change
	1990	2000	
Much less than citywide proportion ³³	131	117	-11%
Much more than citywide proportion ³⁴	51	62	22%
Total of highly segregated neighborhoods	182	179	-2%
Percent of city neighborhoods	76%	75%	-1%

Sources: 1990 and 2000 Census data from the City Planning and Development Department.

Children under the age of 15 make up about 21 percent of Kansas City's population, which is similar to the metropolitan area as a whole. However, children are not evenly distributed by neighborhoods – about 70 percent of the children live in half of the city's neighborhoods.

³³ The proportion of black/African-American population in a neighborhood is at least 60 percent less than it is citywide (less than 11.8 percent of the neighborhood population).

³⁴ The proportion of black/African-American population in a neighborhood is at least 60 percent more than it is citywide (more than 47.4 percent of the neighborhood population).

Child Population in KCMO Compared to That in the
Metropolitan Area

	KCMO	Kansas City, MO-KS MSA
Total under age 15	94,354	394,131
Total population	441,545	1,776,062
Percent under 15	21%	22%

Source: U.S. Bureau of the Census, Census 2000.

Child Distribution by Neighborhood (2000)

Percent of Population Under 15	Number (Percent) of Neighborhoods	Number (Percent) of Children
0-10%	24 (10%)	2,194 (2%)
11-20%	89 (37%)	23,795 (25%)
21-30%	115 (48%)	62,825 (67%)
31-40%	7 (3%)	3,446 (4%)
41-50%	5 (2%)	2,053 (2%)
Total	240 (100%)	94,313 (100%)

Source: 2000 Census data from the City Planning and
Development Department.

Overall Quality of Life

Community “quality of life” is a broad concept that has generated numerous definitions and measurements ranging from standard statistics, such as the Cost of Living Index, to very subjective indicators, such as “feelings of happiness.” Here, we report measures of wealth, employment, and health in Kansas City. While external economic conditions that influence these aspects of quality of life are largely beyond the control of local government, measuring these conditions can help the city respond to changes. In the long run, building an economic base – through maintaining capital infrastructure, competitive tax rates, and providing an adequate level of service – will encourage businesses and families to stay in the city.

Citizen Satisfaction with Overall Quality of Life

	Very Satisfied (5)		(4)		(3)		(2)		Very Dissatisfied (1)		Don't Know	
How satisfied are you with:	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01	Feb 00	Nov 01
Overall quality of services provided by the City of Kansas City, Missouri?	n/a	12%	n/a	42%	n/a	33%	n/a	7%	n/a	3%	n/a	1%
Overall value that you receive for your city tax dollars and fees?	9%	8%	26%	28%	34%	34%	15%	18%	14%	9%	2%	2%
Overall image of the city?	18%	18%	37%	36%	28%	27%	12%	14%	5%	5%	<1%	1%
How well the city is planning growth?	15%	12%	23%	27%	30%	31%	16%	15%	9%	9%	7%	7%
Overall quality of life in the city?	18%	17%	42%	44%	28%	26%	8%	8%	3%	3%	1%	2%
Overall feeling of safety in the city?	n/a	10%	n/a	36%	n/a	31%	n/a	15%	n/a	7%	n/a	1%

	Excellent (5)		(4)		(3)		(2)		Poor (1)		Don't Know	
How would you rate Kansas City, Missouri:	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01
As a place to live?	26%	27%	45%	46%	22%	20%	4%	4%	3%	2%	0%	<1%
As a place to raise children?	18%	20%	33%	38%	26%	22%	13%	11%	8%	5%	2%	3%
As a place to work?	24%	23%	45%	45%	22%	21%	5%	6%	2%	3%	2%	2%

	Very Satisfied (5)		(4)		(3)		(2)		Very Dissatisfied (1)		Don't Know	
How satisfied are you with:	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01	Feb-00	Nov-01
Overall quality of leadership provided by the city's elected officials?	8%	7%	27%	30%	33%	33%	17%	17%	9%	8%	6%	5%
Overall effectiveness of appointed boards and commissions?	7%	6%	20%	24%	34%	35%	17%	16%	10%	9%	12%	10%
Overall effectiveness of the City Manager and appointed staff?	9%	6%	26%	28%	35%	35%	12%	14%	6%	7%	12%	11%

* Bold indicates statistically significant changes at p< .05.

Sources: ETC Institute 2000 and 2001 DirectionFinder Surveys.

Overall Quality of Life Indicators

Wealth

We report income distribution, median household income; the value of owner occupied housing, and the number of homeless individuals and families.

Income includes wage or salary, self-employment income, interest or dividend, social security, supplemental security, retirement or disability income, public assistance, and other regularly received money income. The Census 1990 provides the income data in the calendar year of 1989 and the Census 2000 Supplementary Survey provides the income data in for the past 12 months.

The Homeless Services Coalition of Greater Kansas City conducts an annual point in time count of homeless persons at places of emergency shelters, transitional housing, permanent supportive housing, and street outreach. The count is a snap shot of the number of homeless individuals and families on a specific day of the year. Counts were conducted in April and November 2000 and November 2001.

Why is it important? Income is a key determinant of individual, family and community well-being. Income levels indicate the ability of individuals and families to meet their needs and correlate with their conditions of health, education, social interaction, housing, leisure, and general life style.

Housing is a major component of household wealth. Home equity is a cornerstone of wealth for most households that own their homes. While homeownership indicates wealth, homelessness indicates lack of wealth.

How is the city doing? The median household income and median value of owner occupied housing in Kansas City increased in real terms between 1990 and 2000. However, the percent of households in the lowest income category is about twice as high in Kansas City as in the metropolitan area as a whole and homelessness remains a problem.

Kansas City's median income increased about 40 percent, compared to about 30 percent inflation. Income is lower in Kansas City than in the metropolitan area as a whole. A much higher percentage of Kansas City households reported an annual income of less than \$10,000 than in the five county metropolitan area.

Household Income (1990 and 2000)³⁵

Income	1990		2000	
	Households	Percent	Households	Percent
Less than \$10,000	31,800	18.0%	22,750	12.7%
\$10,000-14,999	16,784	9.5%	11,633	6.5%
\$15,000-24,999	33,988	19.2%	25,239	14.1%
\$25,000-34,999	29,828	16.8%	24,805	13.8%
\$35,000-49,999	30,575	17.3%	30,854	17.2%
\$50,000-74,999	22,866	12.9%	33,015	18.4%
\$75,000-99,999	6,246	3.5%	15,750	8.8%
\$100,000-149,999	3,328	1.9%	9,623	5.4%
\$150,000-199,999	1,742*	1.0%	2,624	1.5%
\$200,000 or more			3,022	1.7%
Total households	177,157	100.0%	179,315	100.0%
Median household income	\$26,713		\$37,287	

*\$150,000 or more.

Sources: U.S. Bureau of Census, *Census 1990 Population and Housing*, and *Census 2000 Supplementary Survey*.

Household Income in KCMO Compared to that in the Metropolitan Area (2000)

Household income	Percent of Households	
	Kansas City, MO	Kansas City, MO--KS MSA
Less than \$10,000	13%	7%
\$10,000-14,999	6%	5%
\$15,000-19,999	8%	6%
\$20,000-24,999	6%	6%
\$25,000-29,999	7%	7%
\$30,000-34,999	6%	6%
\$35,000-39,999	6%	5%
\$40,000-44,999	5%	5%
\$45,000-49,999	6%	6%
\$50,000-59,999	7%	9%
\$60,000-74,999	12%	14%
\$75,000-99,999	9%	11%
\$100,000-124,999	4%	6%
\$125,000-149,999	2%	3%
\$150,000-199,999	1%	2%
\$200,000 or more	2%	2%
Total households	179,315	686,980
Median household income	\$37,287	\$46,752

Source: U.S. Bureau of Census, *Census 2000 Supplementary Survey*.

³⁵ The 1990 income figures are not adjusted for inflation.

The median value of owner occupied housing also increased in real terms between 1990 and 2000. The median housing value increased about 50 percent compared with about 30 percent inflation.

Value of Owner Occupied Units, 1990 and 2000³⁶

Value of Units	1990	2000
	Number (%)	Number (%)
Less than \$50,000	37,689 (41.7%)	21,297 (21.3%)
\$50,000-99,999	41,204 (45.6%)	43,590 (43.5%)
\$100,000-149,999	7,196 (8.0%)	18,145 (18.1%)
\$150,000-199,999	2,247 (2.5%)	11,339 (11.3%)
\$200,000-299,999	1,129 (1.3%)	3,587 (3.6%)
\$300,000-499,999	818* (0.9%)	1,213 (1.2%)
\$500,000-999,999		1,014 (1.0%)
Total units	90,283 (100.0%)	100,185 (100.0%)
Median Value	\$56,100	\$84,113

*\$300,000 or more.

Sources: U.S. Bureau of Census, *Census 1990 of Population and Housing*, and *Census 2000 Supplementary Survey*.

While income and housing values have increased over the last decade, the number of homeless families increased over the past two years. Many factors contribute to homelessness, including a shortage of affordable housing, few programs helping individuals with bad credit histories or criminal convictions get into housing, and loss of detoxification beds.

³⁶ The 1990 income figures are not adjusted for inflation.

Point in Time Count of Homeless Persons and Families

	Apr 00	Nov 00	Nov 01
Individuals	1,325	1,460	1,347
Families with children	678	813	957

Sources: Homeless Services Coalition of Greater Kansas City, *Kansas City Missouri – Continuum of Care: Gaps Analysis*, 2000, 2001, 2002.

Employment

We report unemployment rates and employment growth rates from 1990 through 2000. The unemployment rate is the number of unemployed as a percent of the civilian labor force. The annual rate is calculated as the average of the monthly unemployment rates during the year. Unemployed persons are all persons who had no employment during the week of the twelfth day of the month, were available for work except for temporary illness, and had made specific efforts to find employment.

The annual employment growth rate is how many more (or fewer, if the rate is negative) individuals living in Kansas City were employed each year.

Why is it important? The city's employment base – measured by the unemployment rate and number of jobs – is directly related to business activity and personal income. A declining employment base indicates that overall economic activity is declining.

Unemployment is a serious social concern. Unemployed workers and their families face a

declining standard of living and pose an increasing demand on the city's social services infrastructure.

How is the city doing? Kansas City's employment picture was mixed over the last decade. Unemployment declined but annual employment growth was flat except for jumps in 1995 and 2000.

Unemployment rates declined in the 1990s, from a high of 7.3 percent in 1991 to a low of 3.9 percent in 1999.

Annual Unemployment Rate (1990-2000)

Year	Average Number of Unemployed Persons	Unemployment rate
1990	13,828	6.0%
1991	17,414	7.3%
1992	14,792	6.2%
1993	15,565	6.6%
1994	13,154	5.5%
1995	13,587	5.4%
1996	12,662	4.9%
1997	11,934	4.7%
1998	11,899	4.7%
1999	9,892	3.9%
2000	10,535	4.0%

Source: Bureau of Labor Statistics, U.S. Department of Labor.

The annual employment growth rates spiked in 1995 and 2000, reaching 5.5 and 5.0 percent respectively. Growth was negative in 1993, and flat between 1997 and 1999.

Annual Employment Growth Rate (1990 – 2000)

Year	Average Number of Employed Persons	Annual Employment Growth Rate
1990	217,408	N/A
1991	220,515	1.4%
1992	222,674	1.0%
1993	219,946	-1.2%
1994	226,088	2.8%
1995	238,412	5.5%
1996	243,938	2.3%
1997	242,705	-0.5%
1998	242,612	0.0%
1999	243,269	0.3%
2000	255,344	5.0%

Source: Bureau of Labor Statistics Data, U.S. Department of Labor.

Health

We report measures of infant mortality rate, low birth weight, prenatal care, death rates of major causes, and the percent of persons in the city with no health insurance.

The infant mortality rate is the number of infant deaths per 1,000 live births in the year.

Low birth weight refers to infants weighing less than 2,500 grams (5.5 pounds) at birth. The Health Department calculates low birth weight as percentage of live births from birth certificates and the information submitted by hospitals.

Prenatal care means providing care to pregnant women in order to prevent pregnancy-related complications, decrease maternal and prenatal mortality, and lower the chances of birth defects. The Health Department compiles the data according to birth information provided by hospitals.

The death rates by major causes are age-adjusted according to the age distribution of the U.S. population in 2000 for the purpose of comparisons across time and with the national rates. The adjusted death rate is the number of deaths per 100,000 population that would be expected if the age composition of the population in Kansas City, Missouri, were the same as that in the United States in 2000. The death rate by unintentional injury excludes deaths by homicides or suicides, but includes deaths caused by motor vehicle crashes. The Health Department compiles the data from vital records.

Why is it important? An individual's health begins before he/she is born. Low birth weight is associated with infant mortality. Both infant death and low birth weight are related to mother's economic status, access to health care, and health related behaviors. Prenatal care improves chances that mothers and babies will be healthy. The goals of *Healthy People 2010 Objectives for the Greater Kansas Metropolitan Community* is to reduce the infant mortality rate to no more than 5 per 1,000 live births, and low birth weight to no more than 5 percent by 2010.

Diseases and injuries shorten and damage people's quality of life. Many diseases and accidents are preventable through public health education, healthy behaviors, and early diagnoses and treatment.

How is the city doing? Measures of health in the city have improved over the past decade. Infant mortality has declined. More women are starting prenatal care during their first trimester and fewer women had no prenatal care at all. Death due to coronary heart disease, cancer, and AIDS/HIV declined. Kansas City's deaths due to most major causes are higher than the national average for 1999.

Infant mortality rates declined from almost 13 per 1,000 live births in 1991 to 7.8 in 2000. However, it is still above the national rate.

Infant Mortality Rate Per 1,000 Live Births		
Year	Kansas City	United States
1990	11.4	N/A
1991	12.9	8.9
1992	12.5	8.5
1993	12.7	8.4
1994	10.3	7.9
1995	9.8	7.6
1996	11.4	7.3
1997	8.9	7.2
1998	8.6	7.2
1999	8.5	7.1
2000	7.8	N/A

Source: Health Department.

Low birth weight rates dropped to 9.1 percent in 1996, but bounced in 1997 and 1998.

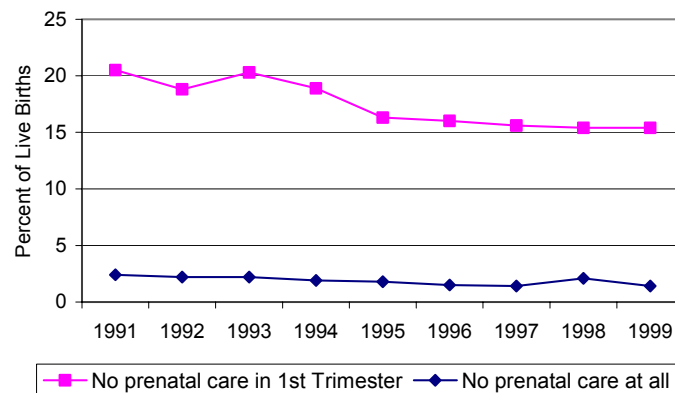
Birth Weight Less than 2,500 grams

Year	Percent of live births weighing less than 2,500 grams (5.5 lbs.)
1991	9.6%
1992	9.5%
1993	9.8%
1994	9.6%
1995	9.2%
1996	9.1%
1997	9.3%
1998	9.7%
1999	9.4%

Source: Health Department.

The percent of women receiving no prenatal care dropped over the years, except in 1998. More women began prenatal care during their first trimester, from around 80 percent in the early 1990s to near 85 percent in 1998 and 1999.

Lack of Prenatal Care 1991-1999



Source: Health Department.

The three leading causes of death in Kansas City are coronary heart disease, cancer, and stroke. Death rates due to these diseases have generally declined over the past decade. Deaths due to AIDS/HIV dropped significantly in the last four years. However, deaths due to diabetes and unintentional injury have increased. Kansas City's age-adjusted death rates are higher than for the United States as a whole for most major causes.

Age-Adjusted Death Rates of major causes (1990-2000)

Year	Major Causes						
	Coronary Heart Disease	Cancer	Stroke	Motor Vehicle Crash	AIDS/HIV	Unintentional Injury	Diabetes
1990	257	248.6	71	16.9	17.9	34.4	21
1991	257	244.6	69	17.0	18.7	38.7	25
1992	251	244.4	68	13.8	26.6	34.8	23
1993	245	230.3	74	17.1	27.6	38.5	25
1994	248	230.8	71	11.9	26.4	31.0	30
1995	212	244.2	62	15.7	24.3	36.7	28
1996	224	227.6	66	19.8	17.2	41.5	28
1997	226	220.6	66	16.2	8.8	41.6	29
1998	218	243.3	62	15.0	9.3	43.5	31
1999	206	210.7	64	12.5	6.9	40.2	33
2000	198	214.0	65	12.6	8.4	31.2	31
1999 U.S.	N/A	202.6	62	15.5	5.4	35.7	25.2

Source: Health Department.

Finally, we asked respondents in our telephone survey how many people in their household were covered by some type of health insurance. About 11 percent of the persons in surveyed households had no health insurance.

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Appendix 1

City Services Performance Report Advisory Panel

City Services Performance Report Advisory Panel

Tommie Emery-Davis, Action Center Director
City Manager's Office

Catherine Heimovics, Director
Urban Outreach and Research Office
Cookingham Institute of Public Affairs
University of Missouri - Kansas City

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Blackwell Sanders Peper Martin, LLP

Damian Thorman, Director of Public Affairs
Kauffman Foundation

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Old Northeast, Inc.

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